

# **Burning money with marketing and recruitment**

Thijs van Vugt & Tim Rogers

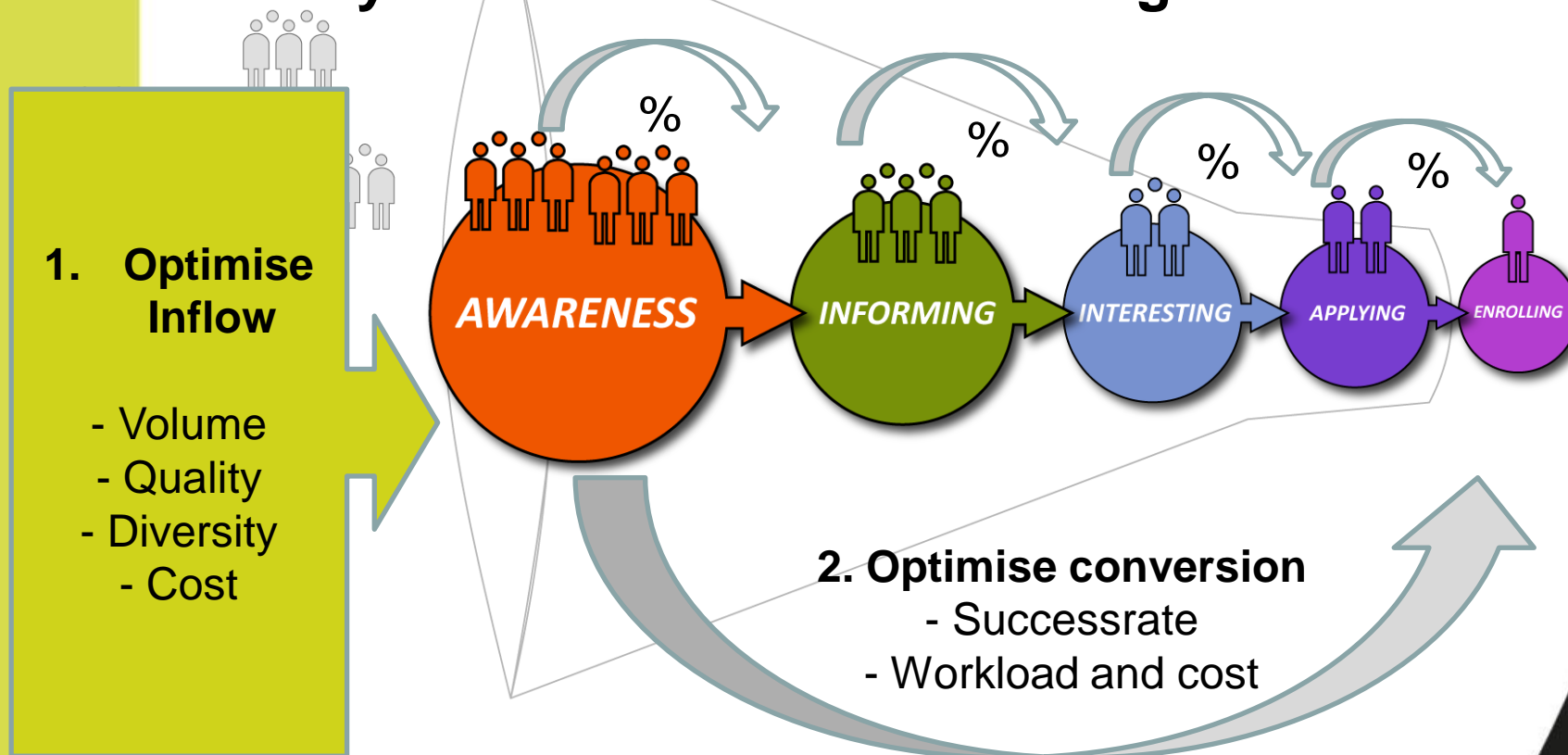
# The Funnel Method

A structured view on the recruitment process



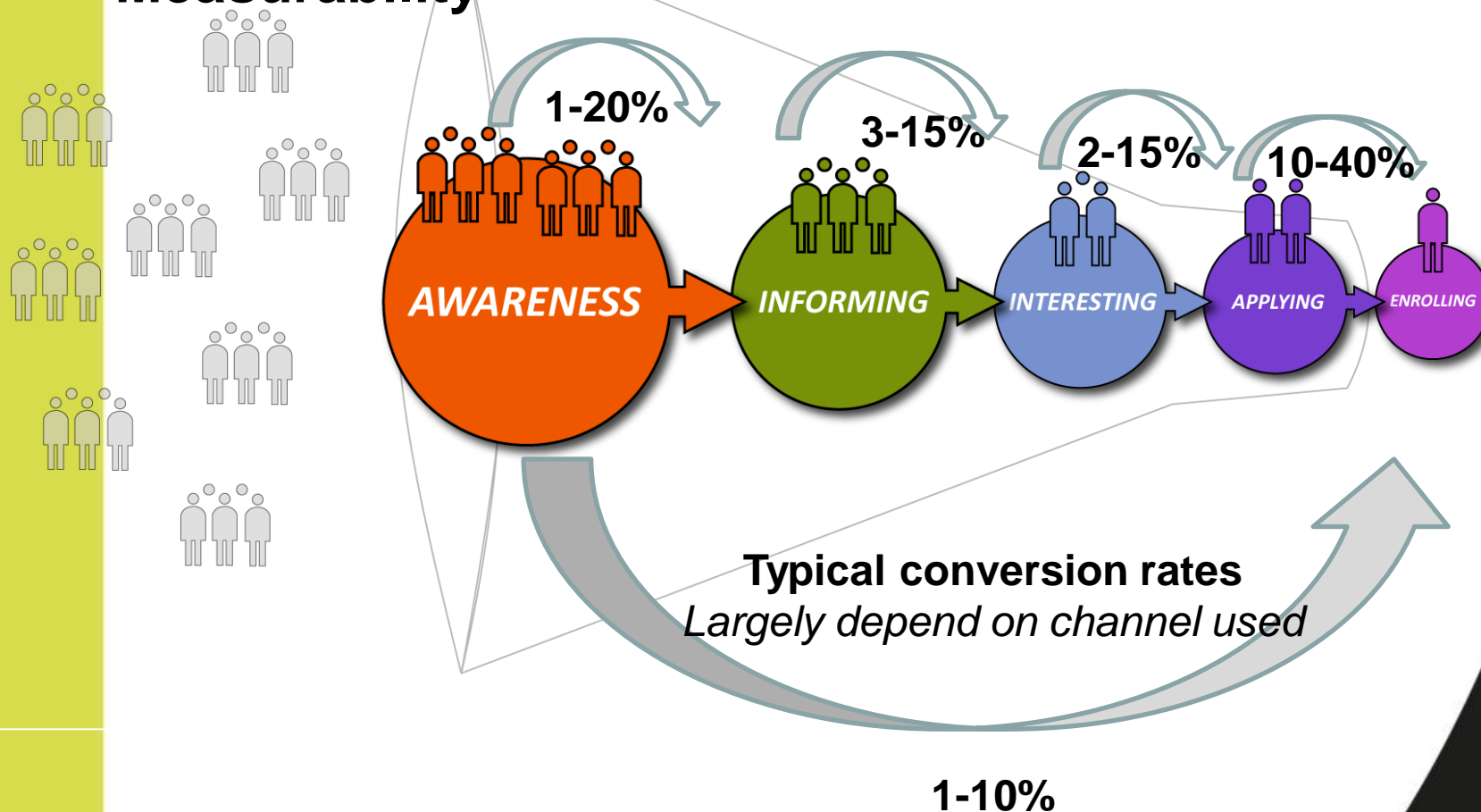
# The Funnel Method

**You only need to focus on two end goals**



# The Funnel Method

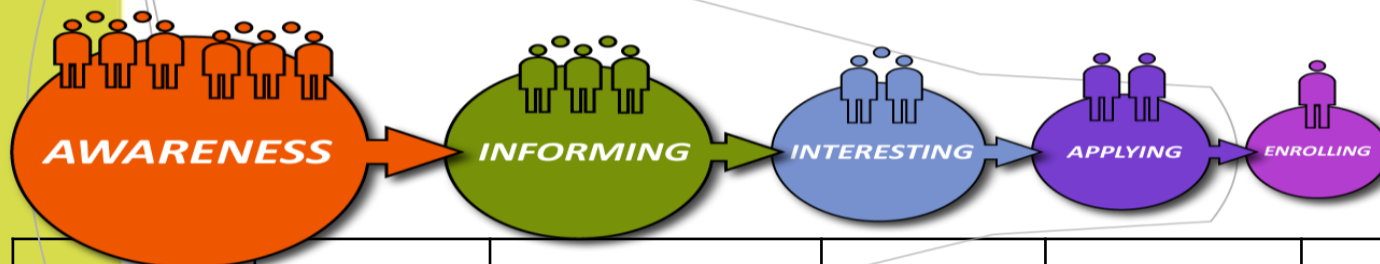
## Measurability



# Solutions iED & ROI per channel



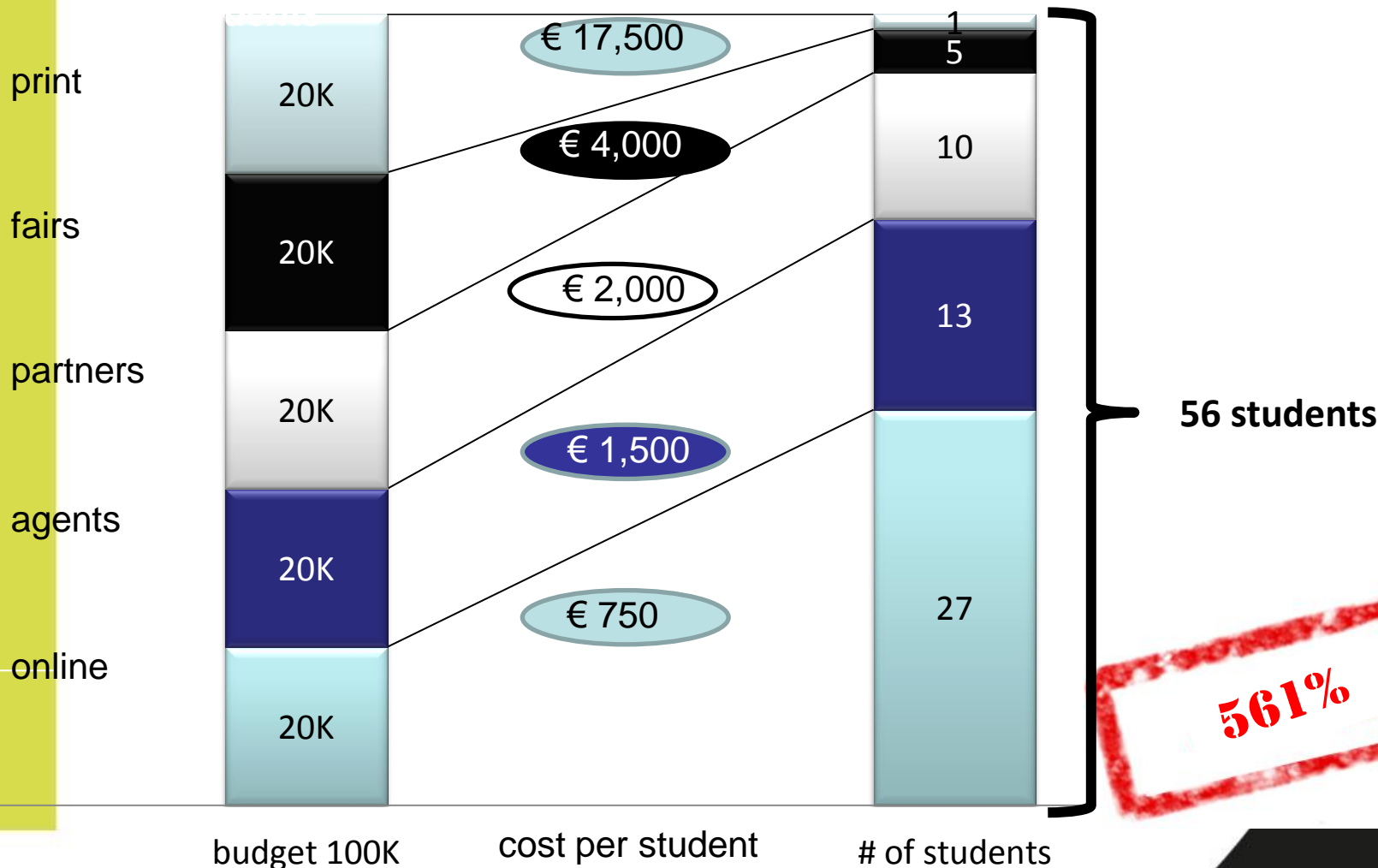
Tim Rogers  
International Education  
Consultants, UK



Channel	Workload	Measurability	Cost	Volume	Funnel stage
Print	😊	😞	😞	😞	
Partners	😞	😊	😞	😞	
Fairs	😞	😞	😞	😞	
Agents	😞	😊	😊	😞	
SEA	😊	😊	😞	😊	
Portals	😞	😊	😊	😊	

# ROI on € 100K budget

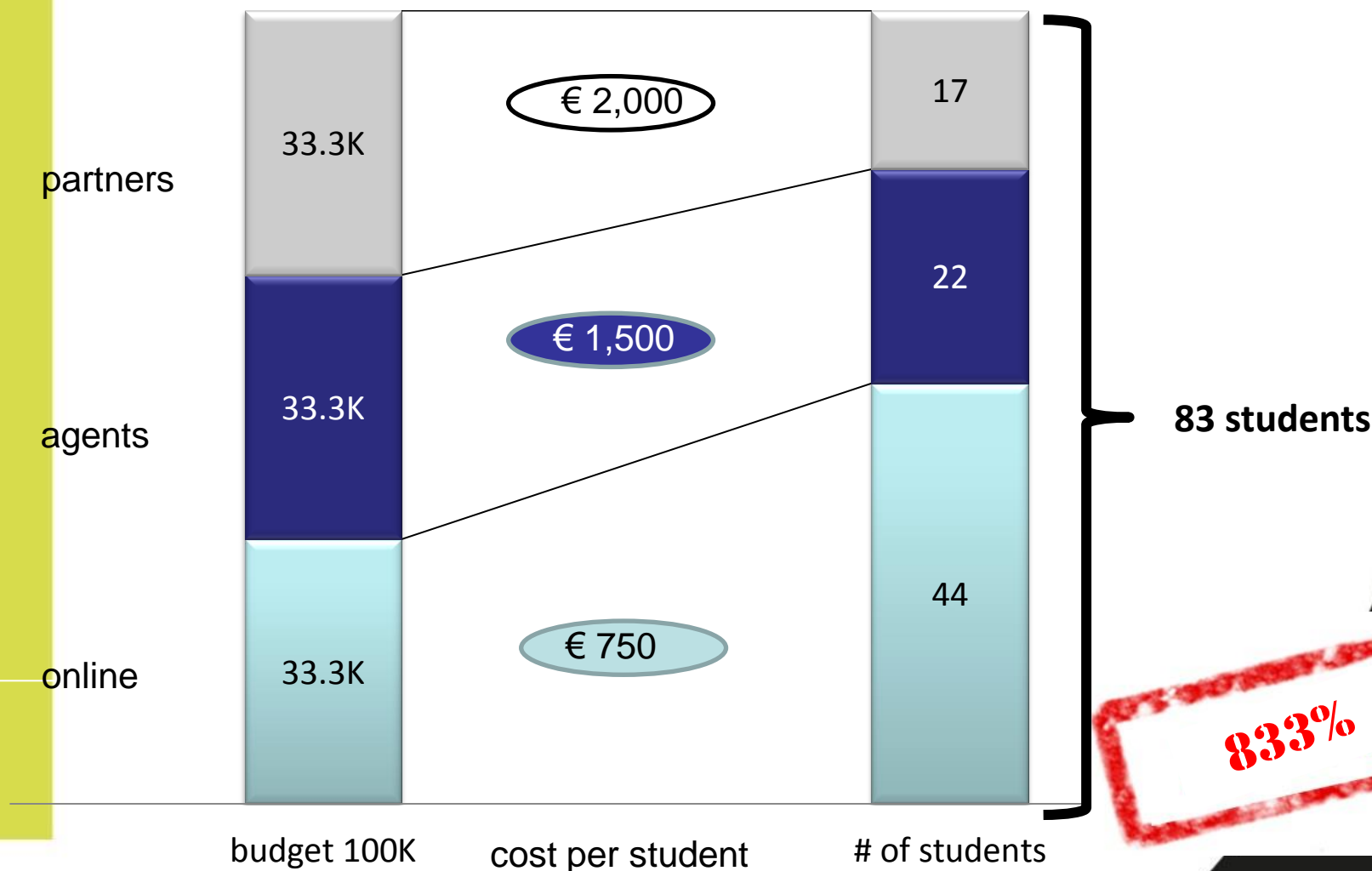
## Example of equal split marketing channel





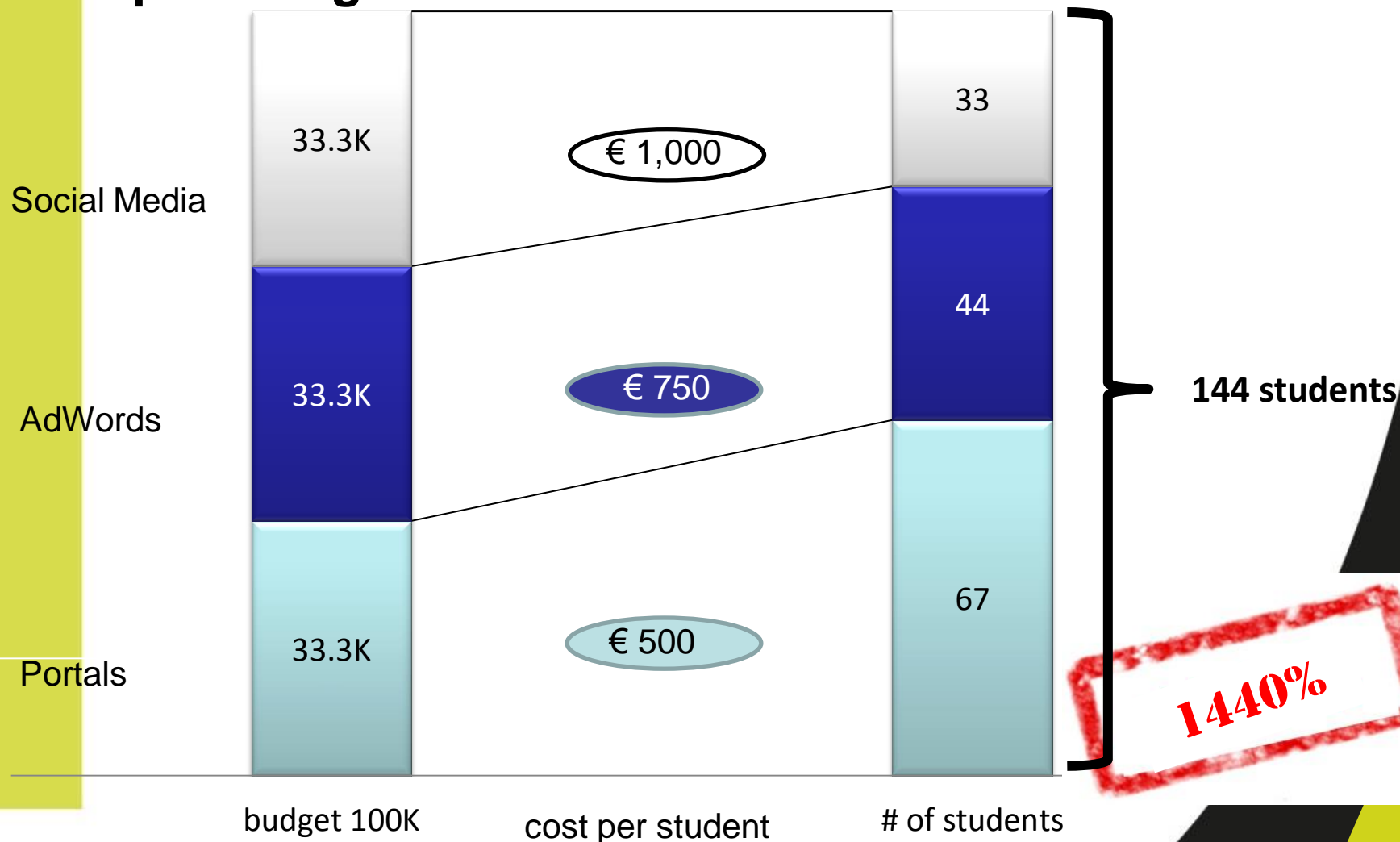
# ROI on € 100K budget

## Optimising your ROI



# ROI on € 100K budget

## Optimising ROI Online





# Some examples, OTSUs

# Landing page: bad

## usc Marshall

Admissions | Academic Programs | Executive Education | Research & Faculty | Academic Services | About Marshall | News & Events | Community | Giving | Alumni

### Executive Education

Home  
About Executive Education  
Master of Medical Management  
Upcoming Programs  
Custom Programs  
Other Executive Education  
Contact Us

Search Marshall

### Upcoming Programs

*Vague Headline*

| [View by Date](#) | [View by Topic](#) | [Request a Catalog](#) | [Download Brochure \(PDF\)](#) | [Scholarship Donor Offering](#)

*Any benefits to paying money for this?*

#### View by Date

#### Ongoing

- [New Media Management Certificate](#)
- [Project Management Professional Certification Pathways](#)

December 2010

January 2011

- [Media & Entertainment: Digital Media and Technology Management \(Online\)](#)
- [Understanding Finance and Accounting for Healthcare Professionals \(Online\)](#)
- [Effective Negotiations and the Power of Persuasion \(Online\)](#)
- [Strategic Marketing \(Online\)](#)
- [Management Development Program](#)

### CPE Eligibility

USC Marshall Executive Education is now a proud provider of Continuing Professional Education (CPE) units. Many of our courses offer official CPE units. Program descriptions include detailed eligibility information.

Click to visit the [CPE website](#).

*Where does one click?*

*Right here?*

# Landing page: good

**University of Phoenix®**

*Two happy people.  
So basically,  
education = happiness*

Have questions about degree programs?

Chat live now

Your degree.  
On your terms.  
Become a Phoenix.

**LEARN MORE!** *Clear call to action*

Take a few seconds to learn more about our educational opportunities.

complete

*Interactive Completion Bar*

Area of Interest

-- Select --

**NEXT STEP ▶**

**Higher education made higher accessible.**

Since 1976, University of Phoenix has helped thousands of working adults reach their educational goals. With online and on-campus degree programs, University of Phoenix is dedicated to building a foundation for your success.

See what sets us apart:

- Accredited university
- Faculty with real-world experience
- Course schedules that fit your life

*Using "Age" is a good credibility element.*

**Real degrees designed for the real world.**

From associate's, bachelor's, master's and doctoral degrees to certification and single courses, University of Phoenix offers programs to fit your schedule and interests such as:

- Business
- Criminal Justice
- Education
- Nursing & Health Care
- Psychology
- Information Technology
- Continuing Education

*Note: Many people who seek online degrees may have not completed college. Not completing something has WEIGHED HEAVILY on them for years. Thus they feel COMPELLED to complete this!*

University of Phoenix is a fully accredited institution of higher learning © 2006-2010 University of Phoenix, Inc. All rights reserved. [Privacy Policy](#)

While widely available, not all programs are available in all locations or in both online and on-campus formats. Please check with a University Enrollment Advisor. For information about University of Phoenix accreditations and licensures, please visit [phoenix.edu/about\\_us/accreditation.html](http://phoenix.edu/about_us/accreditation.html).



## High Potential Programme

Holland University

*Engage and inspire, take the lead and make a difference*

**To high-achievers with leadership potential Utrecht University offers the Young Leaders League, a selective 15 ECTS honours course at graduate level.**

This course is about leadership and innovation skills, about responsibility and ethics, and it is structured around major challenges of modern societies in a globalizing world:

- Sustainability and Growth
- Globalization and Identity
- Entrepreneurship and Ethics
- Dynamics of Private and Public Organizations

Are you up for the challenge? Find more information [here](#).

Choose your field of interest:



**My account** Request for information Application Pending requests Download brochures and forms Logoff

## My account

User name:

tw

Password:

.....

Re-type password:

.....

Mr./Ms.:

☒ Mr. ☐ Ms.

Function:

First name

Thijs

Last name

van Vugt

Home address/PO Box:

Home postcode / city:

Home country:

Netherlands







[Home \\_](#)  
[About](#)  
[Calendar](#)  
[Artists](#)  
[Publications](#)  
[Videos](#)  
[Contact](#)

The Center for Advanced Visual Studies is a community for contemporary art in the School of Architecture and Planning at the Massachusetts Institute of Technology. [More\\_](#)



[More\\_](#)

Massachusetts Institute of Technology  
Center for Advanced Visual Studies

Check back soon for new events



Damon Rich will moderate a panel at MIT Museum on the mortgage crisis in conjunction with Red Lines, Death Vows, Foreclosures, Risk Structures. [More\\_](#)



2008-9 Projects\_ John Bell , Center for Urban Pedagogy (CUP) , John Malpede , Jane Philbrick .



"The idea of 'engineering chance encounters' is very popular today in both architecture and urban planning -- if you somehow plan people's courses so they'll bump into each other, imaginative thoughts that would not have occurred to them otherwise can and will. One thing about university life is the siloization -- like grain silos -- where everyone is so over-taxed looking after their own turf it's very hard to look across to the next silo. Universities need to build organizations that counteract the effects of siloization. And for the MIT campus, CAVS does that in a way that is efficient and wildly productive. The arts are the draw, but a very interesting cross-section of the MIT intellectual life attends those events."

Bill Arning, Curator,  
List Visual Arts Center

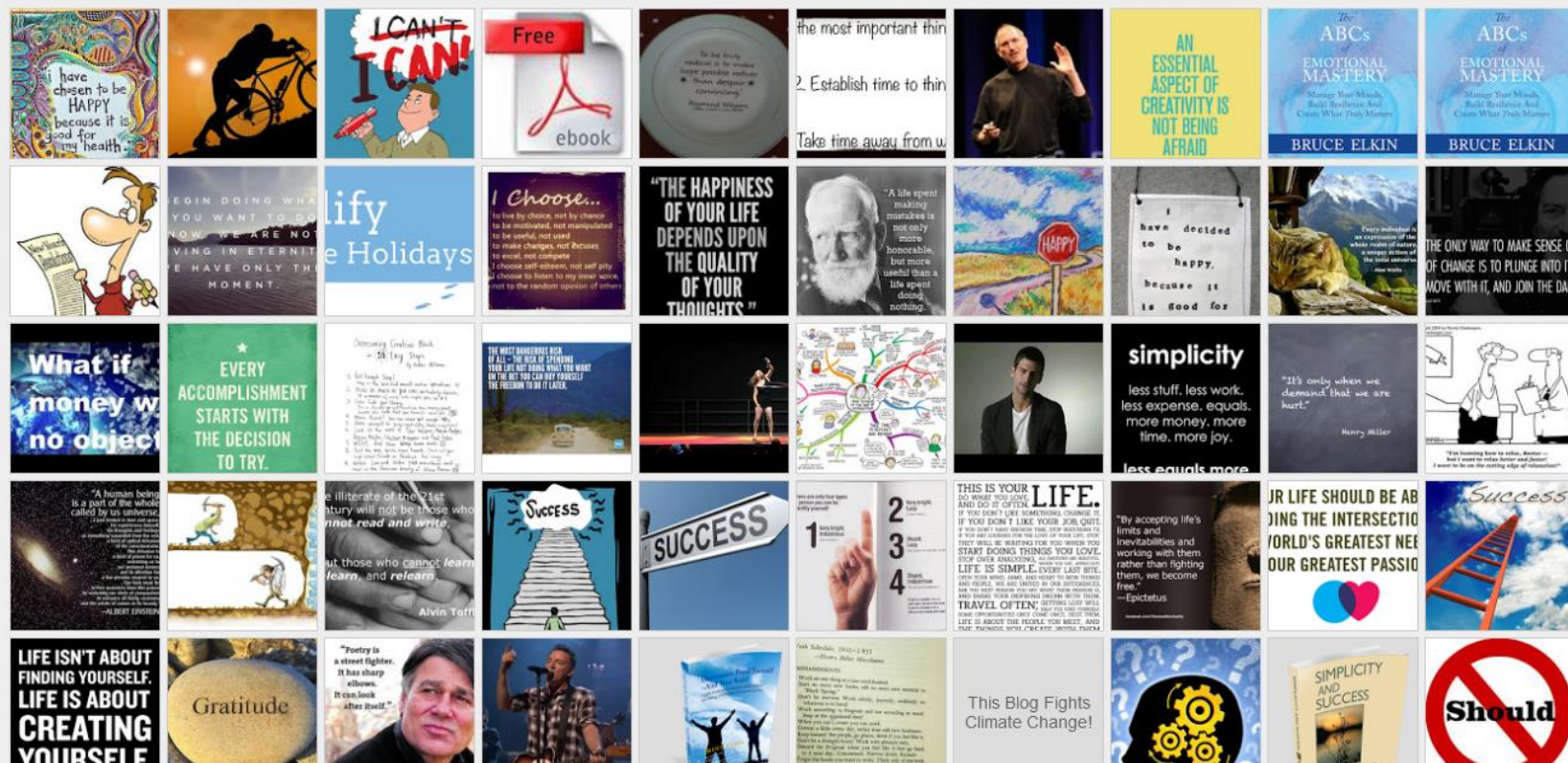




Create What Matters Most Create What Matters Most complements my [www.BruceElkin.com](http://www.BruceElkin.com) site. It provides info about...

Flipcard ▾ | Home

Recent Date Label Author





- Penn State then






## ■ Penn State now








For more information call   
**+44 (0)203 131 3230**


**Request FREE Information**  
on Courses and Admissions

Programme of Interest 


First Name:


Last Name:


Email:

Phone: 


City/Town:

NETHERLANDS 

Years of work experience 

Please select your age range 

**SUBMIT**

 By submitting this form, **I understand** that the University of Liverpool may contact me via email and telephone regarding programmes where I have an expressed interest. [Privacy policy](#)



# Response time

IBMS: brochure	date contacted	date reply #1	# days	date reply # 2
UAS1	7 Oct	23 Jan	103	
UAS2	7 Oct			
UAS3	7 Oct			
UAS4	12 Oct	6 Nov	25	
UAS5	12 Oct	15 Oct	3	
UAS6	13 Oct	15 Oct	2	
UAS7	13 Oct	15 Oct	2	7 Nov





# Mass marketing: billboards



## Media Kit

**BBC**  
WORLD  
NEWS

**BBC**  
.com

lonely planet

**BBC**  
EARTH

**BBC**  
Knowledge

**Top Gear**

## Why BBC Advertising?

BBC World News reaches  
an audience of 358 million  
households every week

Source: BBC World News distribution report  
May 2012: Number of Households

# Mass marketing: print

**The Economist Group**

**Media information**

**QUICK LINKS:** **THE ECONOMIST**

**Rates**

**REGION** **AD TYPE**

**Circulation/Traffic**

**REGION** **COUNTRY**

**Contact**

**REGION** **COUNTRY**

**The Economist**

**Black And White**

**Dps**

SPREAD B/W

1x = £34,900

12x = £33,504

18x = £32,806

24x = £32,108

30x = £31,410

**First Mono Pg Spread**

FIRST MONO PG SPREAD

1x = £40,150

12x = £38,544

18x = £37,741

24x = £36,938

30x = £36,135

**Newsweek**  
**& THE DAILY BEAST**

**INTERNATIONAL EDITIONS**

**NEWSWEEK EMEA EDITION**

Distribution: Europe, Middle East and Africa  
Circulation: 195,000

	<b>B&amp;W</b>	<b>4C</b>
<b>Full Page</b>	\$25,490	\$48,525
<b>Half Page</b>	18,360	36,405
<b>4th Cover</b>	-	59,935

**NEWSWEEK ASIA EDITION**

Distribution: Throughout Asia, including China, Hong Kong, India, Indonesia, Japan, Malaysia, Myanmar, Philippines, Singapore, South Korea, Taiwan and Thailand  
Circulation: 195,000

	<b>B&amp;W</b>	<b>4C</b>
<b>Full Page</b>	\$32,725	\$62,315
<b>Half Page</b>	23,565	46,730
<b>4th Cover</b>	-	76,960

**NEWSWEEK LATIN AMERICA**

Distribution: Mexico, Central America, South America and the Caribbean  
Circulation: 60,000

	<b>B&amp;W</b>	<b>4C</b>
<b>Full Page</b>	\$15,075	\$28,700
<b>Half Page</b>	10,855	21,520
<b>4th Cover</b>	-	35,440

All rates are quoted in U.S. dollars.

# Mass marketing: tv





# Mass marketing: tv



**ΣΠΟΥΔΕΣ ΕΠΙΠΕΔΟΥ  
ΣΤΗΝ ΕΛΛΑΔΑ**



eu european university  
Leading multi-campus university in Greece

**T: 210 75 22 641**

[www.europeanuniversity.gr](http://www.europeanuniversity.gr)

# Online: Google AdWords

Google

liverpool university



Web

Afbeeldingen

Maps

Shopping

Meer ▾

Zoekhulpmiddelen

Ongeveer 92.000.000 resultaten (0,33 seconden)

Advertentie met betrekking tot **liverpool university** ⓘ

**University of Liverpool** - Study At a Time That Suits You

[www.university-liverpool-online.com/](http://www.university-liverpool-online.com/)

100% Online Masters Courses

Liverpool Accreditation - Study At Liverpool - Admission Requirements - MBA

**University of Liverpool** - Homepage - Homepage

[www.liv.ac.uk/](http://www.liv.ac.uk/) - Vertaal deze pagina

**University of Liverpool** is an internationally renowned seat of learning and research in the United Kingdom (UK)

## Students

Welcome to the Digital University for students. Please enter your ...

## Online degrees

MBA - Master of Public Health -  
Project Management MSc - ...

## Postgraduate

Taught courses - How to apply -  
Research degrees - ...

[Meer resultaten van liv.ac.uk »](#)

## Undergraduate

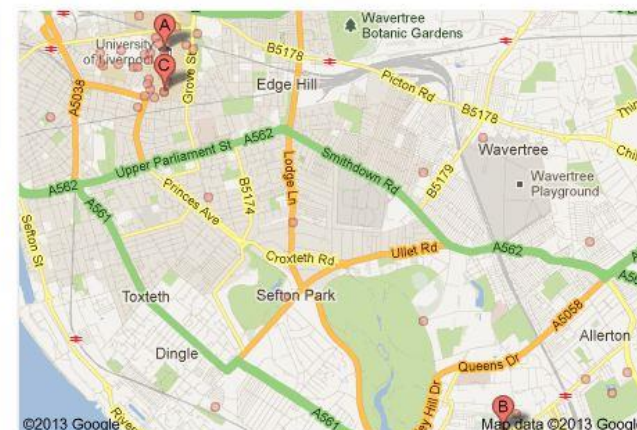
My Liverpool. Want to book a visit or  
request a prospectus? My ...

## Staff

Welcome to the Digital University.  
Please enter your Managed ...

## International Students

My Liverpool. Want to book a visit or  
request a prospectus? My ...



Kaart voor **liverpool university**

Plaatsen voor **university** in de buurt van **Liverpool, Merseyside, Vere...**

**Universiteit van Liverpool**

[www.liv.ac.uk](http://www.liv.ac.uk)

Score: 27 / 30 - 24 Google-recensies

**University of Liverpool**

[www.liv.ac.uk](http://www.liv.ac.uk)

Google+-pagina



Brownlow Hill  
Liverpool  
+44 151 794 2000



Mcnaair Hall  
Elmswood Rd, Liverpool

# Penny wise, pound foolish

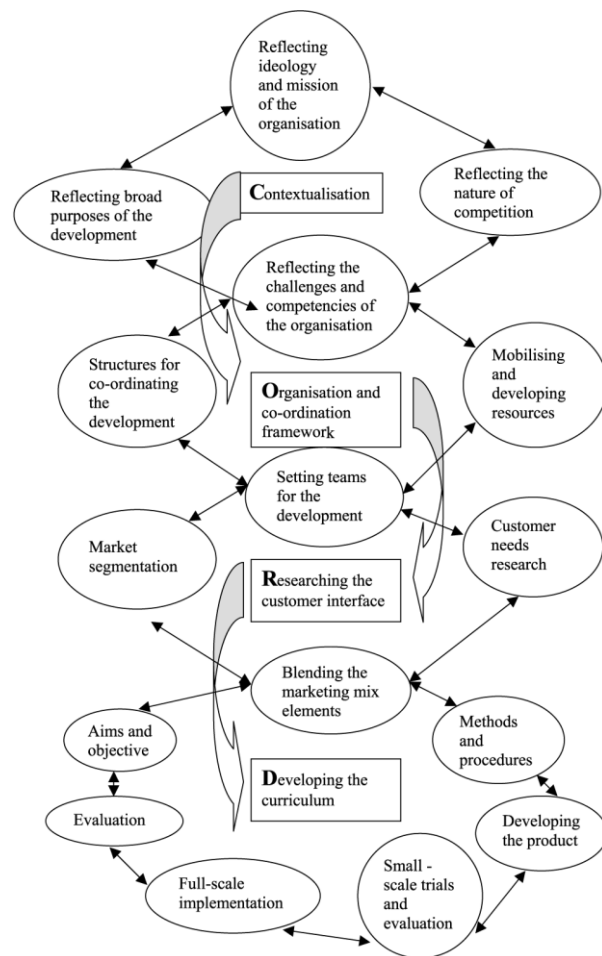
- “*..International phone calls are expensive..*”, but can bring in tons of money in fees (funding)
- “*..Agents cost (at least) 10% of the fees..*”, but 90% of something is more than 100% of nothing
- “*..EUR 20 per lead through a web listing is expensive..*”  
Consider the cost per lead from a fair.....



# Reviewing the not so obvious

- The five P's of military planning are critical in avoiding burning money
- Consider the life-cycle approaches to:
  - ✓ Your own “product design”
  - ✓ The student journey
- Internal procedures and processes are likely to be critical in all of these discussions
- Similarly, internal communications will dictate or limit success

# Using a new model for planning



- Reflecting the ideology and mission of the University – what's appropriate?
- Reflecting the challenges and competencies of the organisation
- Reflecting the nature of competition
- Research the position of the market – behaviour and segmentation

# The market research context

- Establishing a baseline for activities is the simplest way of exploring opportunities
- Simple methods:
  - ✓ Audit
  - ✓ Review
  - ✓ Gap analysis
- Complex methods:
  - ✓ Various
- Establish the extent to which you are willing to invest in any activity vs. the cost of doing/not doing business

# Short term costs vs life time value

- It takes money to make money: not doing the necessary market research before launching a new degree, or entering a new market may be very costly

Type	# studs	# years	Fee	Life time value/student	Total life time value
UG	400	3	€ 5.500	€ 16.500	€ 6.600.000
PG	150	1	€ 9.500	€ 9.500	€ 1.425.000
Exch	200	0,5	€ -	€ -	€ -
					€ 8.025.000

- Not even counting donations

# What are the benefits?

*“...Mountain View State features a mountain location and cutting edge audiovisual equipment in every class room. The football team was conference champion for three of the past four years and the basketball team wins 20 games each yerar. The school has 13 National Merit Scholars ....”*

Source: Adler & Hayes

# What are the benefits?

*“...The location of Mountain View State allows students to ski to and from class in winter and hike beautiful trails in summer. The cutting edge audiovisual equipment in every class room allows students to learn quickly and easily. The football team’s outstanding record creates a great gameday tailgating atmosphere, and the basketball games have outrageous crowds for each game. Our 13 National Merit Scholars add to the prestige your diploma will carry....”*

Source: Adler & Hayes



# Lessons learned

- Think twice
- Prioritise internal communication and planning over external
- Plan well in advance
- Calculate the ROI
- You are not the target audience
- Do your research
- Principles of marketing FMCG do not apply 1 on 1 to education
- Principles of services marketing do!